

# 2005 ARMY ACQUISITION WORKFORCE CONFERENCE



<http://asc.army.mil>

Transforming the Organizations, Leaders & Workforce of Tomorrow



## Change Leadership

**“Barriers to Change & How to Overcome Them”**



## Agenda

- **Purpose**
- **Why employees erect barriers to change**
- **How to overcome barriers to change**
- **How to cultivate bridging change leadership skills**

## Purpose

- **To assist you in understanding how barriers hinder change and how failure to address “anti-bodies” may result in failure**
- **To help you gain an understanding of why**
  - when a Change Agent suggests a change**
  - an employees' first instinct is to erect a barrier -- to find a reason not to change**

## Common Errors of Transformation

- **Complacency**
- **Insufficient guiding coalition**
- **Underestimating the power of vision**
- **Under communicating the vision**
- **Permitting obstacles to block vision**
- **Failing to create short-term wins**
- **Declaring victory too soon**
- **Neglecting to anchor changes**



[Bearad.htm](http://Bearad.htm)

*“Leading Change”, John P. Kotter*

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## Other Barriers to Change

- Fujio Cho, former president of Toyota USA., likens change in an organization to the human body – the body generates “antibodies” which automatically grow to fight the change



➤ **The stronger the organizational culture, the stronger the “antibodies”**

**These “antibodies” will seize every opportunity to discredit your trans**

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## Other Barriers to Change (cont.)

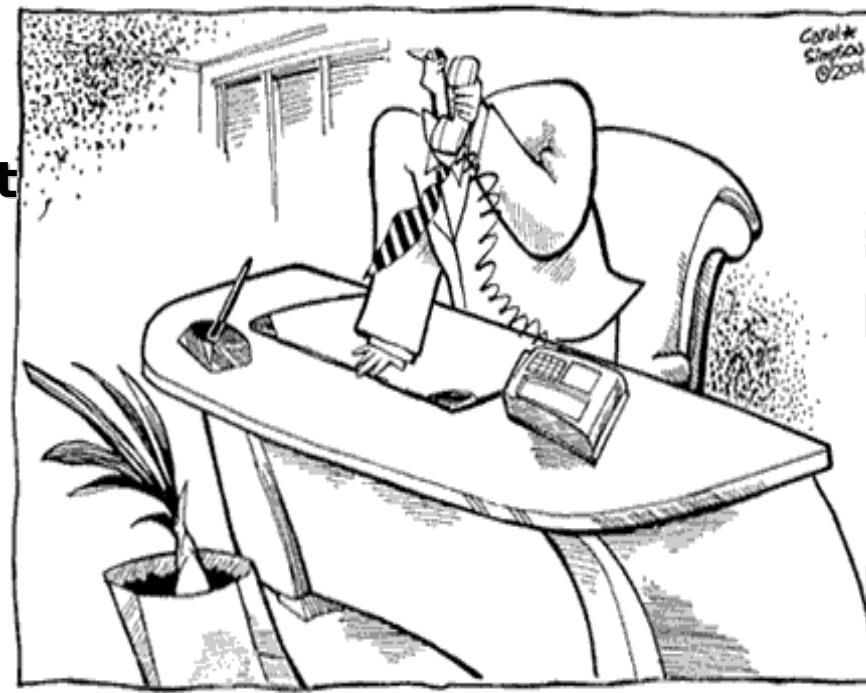


[www.simpler.com](http://www.simpler.com)

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## Other Barriers to Change (cont.)

- The desire for instant success
- Working independently
- An organizational structure that doesn't facilitate cooperation
- Lack of knowledge on leaders/change agents about team building, conflict resolution, and the change process
- Trouble makers vs. problem solvers



*"Hasslemeyer, I want to know why the competition is luring away our best talent?...Hasslemeyer?...Hasslemeyer!...Are you still there?"*

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## Other Barriers to Change (cont.)

**Under communicating the vision**

Formal structure makes it difficult to act

**Neglecting to anchor changes**  **Permitting obstacles to block**

Leaders discourage actions aimed at implementing the vision

Employees are boxed in

Lack of needed skills undermine actions

**Failing to create short-term wins**

**Complacency**

Personnel & Info. Systems make it difficult to act

**Underestimating the power of vision**  
**Insufficient guiding coalition**

*"Leading Change", John P. Kotter*

## Overcome the Barriers to Change

- **Have a clear vision**
- **Cultivate continual improvement**
- **Show a spirit of shared ownership**
- **Be patience and celebrate incremental change**



# Overcome the Barriers to Change (cont.)

- **Open communication**
- **Repeat articulation of the vision**
- **Demonstrate the will to change**
- **Allocate appropriate and adequate resources**

## Overcome the Barriers to Change (cont.)

- **Celebrate short-term wins**
- **Collect an understanding of why and how change is being undertaken**
- **Use a collective leadership style**
- **Overcome the fear of change through coaching superiors, peers, and subordinates**

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## Overcome the Barriers to Change

(cont.)

**Status  
Quo**

**The Path**

**Tolerance/Barrie  
rs to change**

**Change**

**Value the way we  
use to conduct  
business**

**Value added based  
on Transformation**

**Transition**

**Exclusive  
Passive**

**Pioneers  
Critical**

**Acceptance  
Inclusive**

Defense Equal Opportunity Management Institute (DE

(Path) <http://www.pegasuscom.com/asx/wheatley9627.aspx>

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(cont.)

### Transformation Cycle of Change

- **Vision/Mission change in an organization**
- **Begins with the status quo**
- **Proceeds through several stages (must have a process)**
- **Then comes full circle at a point of change**
- **Consider temperaments**
  - **Forming; Storming; Norming; Performing; Adjourning**

(cont.)

### Behavioral Categories

- **Forming**
  - Guidance and direction
- **Storming**
  - Team members jockey for position
- **Norming**
  - Commitment and unity is strong

(cont.)

### Behavioral Categories (cont.)

- **Performing**
  - Shared vision
- **Adjourning**
  - Recognition of and sensitivity to people's vulnerabilities

(cont.)

### Motivation for Change

- **Expressed dissatisfaction with status quo**
- **External member(s) get involved**
- **Performance declines in organization**
- **Internal demand for transformation**
- **Serious sense of urgency**
- **Organization will experience a series of wake up calls**

(cont.)

### Benefits

- Enhanced relationships
- Shared vision
- Greater innovation and flexibility
- Improved productivity
- Reduced conflict

## Summary

- **Why employees erect barriers to change**
- **How to overcome barriers to change**

# Overcoming Barriers by Cultivating Bridging Change Leadership Skills

We've talked to you about  
organizational barriers and behaviors  
that may hinder change - now lets  
talk  
about bridging.

## Agenda

- **Purpose**
- **What is Bridging**
- **What is Bridge Leadership**
- **Bridging through Conflict Resolution / Management**

## Purpose

**Convey the importance of internally and externally “spanning our differences” through cross-fertilization of ideals, trust building cohesive coalitions, and through conflict resolution.**

## What is Bridging

- **Bringing valued results through collaboration of multiple stakeholders**
- **Creating "new" types of relationships**

## What is Bridging Cont.

- **Building structures/using tools than enable organizational direction and transformation**
- **Creating and allowing communication**

## What is Bridging Cont.

- **Spanning across organizational and cultural differences**
- **Creating opportunities**

## What is Bridge Leadership

- **Providing the necessities of bridge building**
- **Overcoming the burdens of building a “new” future and transforming to a new status quo**
- **Conquering that which divides the organization**

## What is Bridge Leadership Cont.

- **Planning assignment rotations**
- **Capitalizing on emerging technology**
- **Developing well-round leaders**

## What is Bridge Leadership Cont.

- **Allowing continuous flow of information**
- **Building trust**
- **Building coalitions**

## Bridging Through Conflict Resolution/Management

A **structured process** in which the parties seek the assistance of a **neutral party** to help them in resolving their issue(s) in controversy.

The primary attribute of conflict resolution is a structured process in which the neutral party assists the parties in using **interest-based negotiation** techniques to resolve their dispute, and the parties contemplate having separate and **confidential meetings with the neutral party**.

## Bridging Through Conflict Resolution/Management Cont

### Primary Causes of Conflict

- Wants or needs differ
- Values differ
- Knowledge / expectations



<http://www.triune.ca/includes/others/rcc301.mov>

## Bridging Through Conflict Resolution/Management Cont.

### Primary Causes of Conflict Cont.

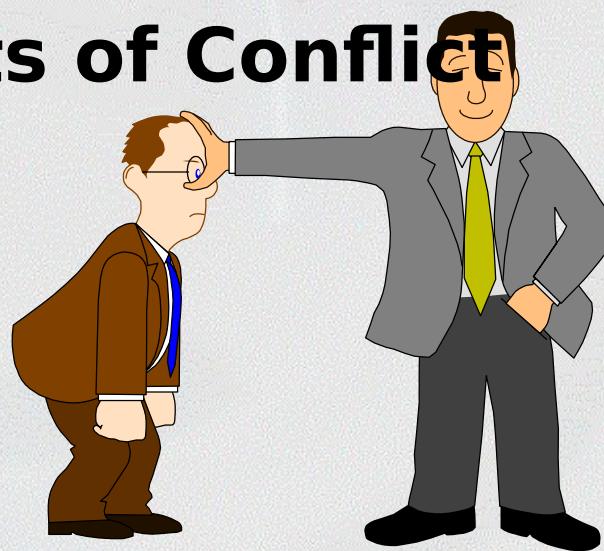
- Assumptions and perceptions
- Strong personalities
- Inability to compromise
- Stubbornness



## Bridging Through Conflict Resolution/Management Cont.

### Destructive Aspects of Conflict

- **Diverts energy**
- **Destroys morale**
- **Produces irresponsible and regrettable behavior**



## Bridging Through Conflict Resolution/Management Cont.

### Constructive Aspects of Conflict

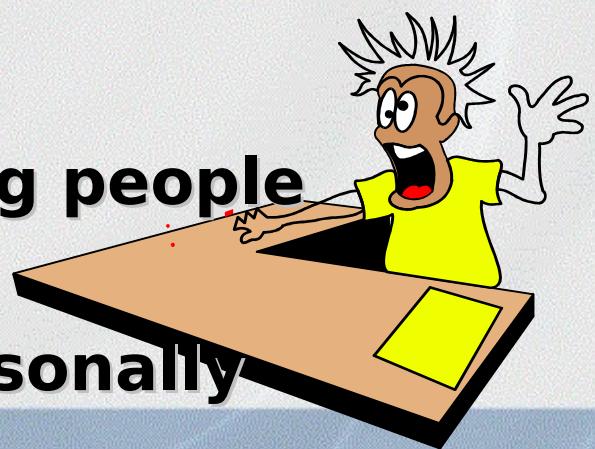
- Opens issues of importance
- Results in the solution of problems
- Increases the involvement of individuals
- Authentic communication



## Bridging Through Conflict Resolution/Management Cont.

### Constructive Aspects of Conflict Cont.

- **Serves as a release to pent-up emotions, anxiety and stress**
- **Helps build cohesion among people**
- **Helps individuals grow personally**



## Bridging Through Conflict Resolution/Management Cont.

### Strategies for Conflict Resolution

- **Anticipate and prevent team problems whenever possible**
- **Think of each problem as a team problem**
- **Neither over-react nor under-react**



## Bridging Through Conflict Resolution/Management

| Cont. | Negotiation   | Mediation  | Arbitration   | Adjudication   |
|-------|---|--|---|--|
| Cont. | discussion between two parties, working toward reaching agreement, without assistance | a voluntary process with an impartial third party helping disputing parties to reach a mutually beneficial agreement | using an independent third party to settle a dispute; third party determines a binding settlement | conflict is resolved using the justice system with judge &/or jury |

## Bridging Through Conflict Resolution/Management Cont.

Use

Don't Use

Avoidance.....Lose/lose

Cooling off building tension

Accommodating....Lose/win

Relationship evading issue  
important

Competing.....Win/lose

Position of Loser powerless  
authority

Compromise.....Draw

Employees No commitment

better off

Collaboration.....Win/win  
commitment

Working No time,

together

## Bridging Through Conflict Resolution/Management Cont

**1. Criticizing the other person is an effective way to with conflict.**

True

False

**2. Being assertive is the same as being aggressive.**

True      False

**3. Conflict resolution has a winner and a loser.**

True      False

## Bridging Through Conflict Resolution/Management Cont

4. You should try to relax your body and mind when you're upset.

True      False

5. Conflict can occur because of jealousy and other strong feelings.

True      False

6. It's okay to keep interrupting the speaker with your questions.

True      False

## Bridging Through Conflict Resolution/Management Cont.

7. You should consider every ideal when trying to reach

a ~~solution~~ **True** **False**

8. Negotiation does not involve using a mediator.

**True** **False**

9. Conflict resolution means going against your feelings and beliefs.

**True** **False**

10. A mediator should make all the decisions.

**True** **False**

## Summary

- **What is Bridging**
- **What is Bridge Leadership**
- **Bridging through Conflict Resolution / Management**



Conflict resolution.wmv

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## Backup

## Bridging Through Conflict Resolution/Management Cont.

### Benefits Of Coping With Conflict

- **Deals with reality**
- **Confronts the real problem**
- **Keeps identity and role separate**

## Bridging Through Conflict Resolution/Management Cont.

### Components Of The Problem Solving Process

**Stating The Problem**

**Listing Possible Solutions**

**Selecting The Best Solution**

**Implementing The Solution**

**Evaluating The Solution**

## Bridging Through Conflict Resolution/Management Cont.

### Conflict Resolution: Common Team Problems

- Overbearing member(s)
- Dominating member(s)
- Reluctant member(s)
- Rush to accomplishment

## Bridging Through Conflict Resolution/Management Cont

### Conflict Resolution: Common Team

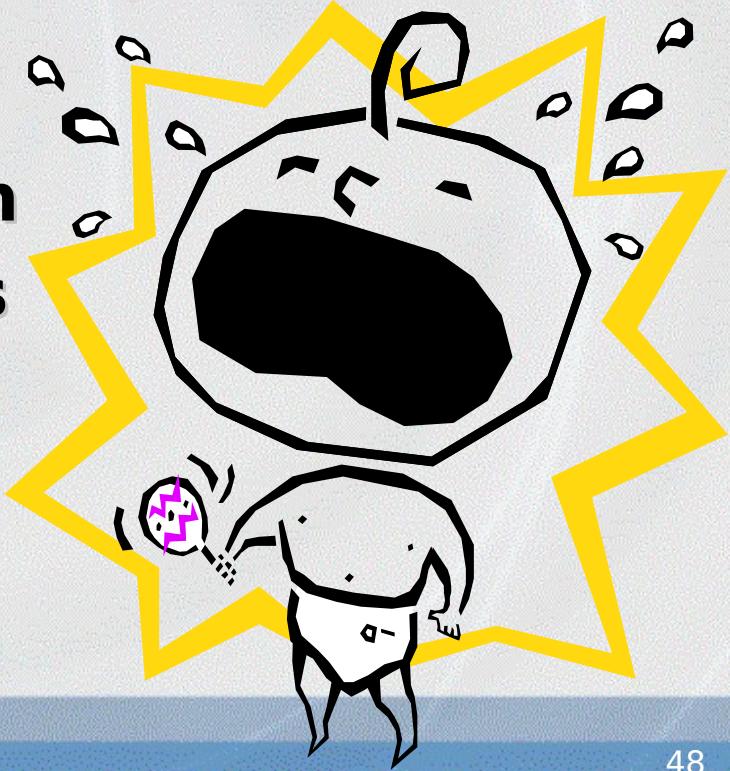
#### Problems

- Attribution
- Discounts
- Wanderlust (digression and tangents)
- Feuding Member(s)
- Unquestioned acceptance of opinions as facts

## Bridging Through Conflict Resolution/Management Cont

### Conflict

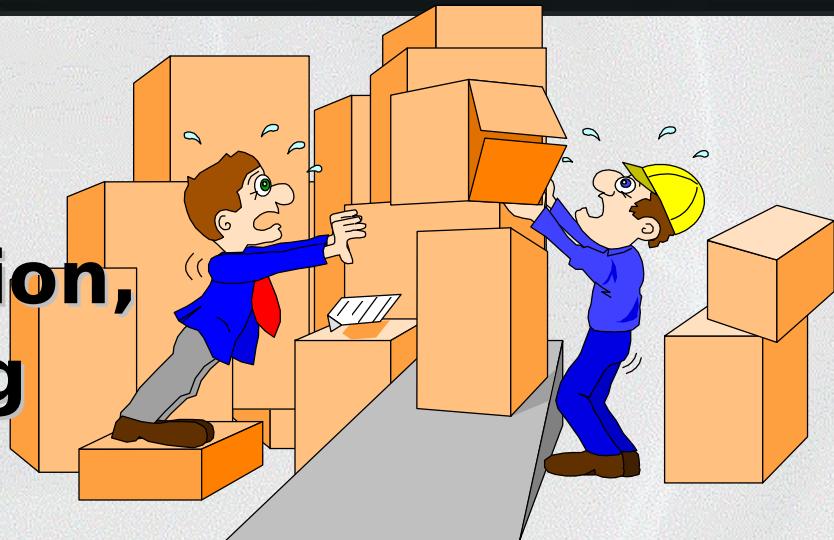
- Disagreements between and among individuals
- As a fight, a battle



## Bridging Through Conflict Resolution/Management

### Cont. Conflict

- A difference of opinion, a misunderstanding
- Conflict exists whenever incompatible activities occur



## Bridging Through Conflict Resolution/Management Cont

### Strategies For Coping With Conflict

- **Questions to consider**
- **Negotiation skills**
- **Conflict model**

## Bridging Through Conflict Resolution/Management

### Cont. Questions To Consider

- **How important is the relationship?**
- **How important is the incident?**
- **How will i feel if i do/don't confront?**
- **What is the likely outcome?**

## Bridging Through Conflict Resolution/Management Cont.

### Negotiation Skills

- Diagnosis
- Initiation
- Listening



## Bridging Through Conflict Resolution/Management Cont.

**Intrapersonal Conflict: Takes place inside an individual**

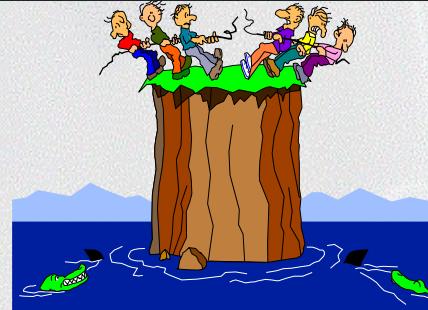


**Interpersonal Conflict: Takes place between two parties**



## Bridging Through Conflict Resolution/Management Cont.

**Intragroup Conflict:**  
Takes place within a group



**Intergroup Conflict:** Takes place between two or more groups

**GROUP 1**



**GROUP 2**

